

**eTs**

**Enterprise Training Services**



# **Training Needs Assessment**

**FY2008**

**Office of Human Capital Management,  
Innovations and Solutions (HR-20)**



MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: JODY HUDSON  
CHIEF LEARNING OFFICER  
DIRECTOR, OFFICE OF HUMAN CAPITAL MANAGEMENT  
INNOVATIONS AND SOLUTIONS

SUBJECT: Fiscal Year 2008 Training Needs Assessment and Training Plan

The Office of Human Capital Management, Innovations and Solutions, Enterprise Training Services (ETS) will be conducting its first Annual Training Needs Assessment in accordance with the Performance Work Statement DOE Federal Training Function A-76 Study Solicitation #CDE-RP01-04MEO9853. This effort will be the foundation for the identification of crosscutting training needs. The information gathered during the needs assessment is critical input to development of each organization's and the department's training plan. A comprehensive training plan reduces redundancy, enhances collaboration across organizations, and makes most efficient use of the Department's resources.

The objective of the training needs assessment is to identify competency areas that need to be strengthened and the associated learning needs. The information collected will be beneficial to each organization in the following ways:

- identifying what competencies employees need to perform their roles and responsibilities
- enabling a given organization to make better and more data-informed decisions on the use and management of their training budget.
- identifying and selecting appropriate learning interventions that address competency gaps, improve workforce performance, and are aligned to their strategic goals.
- enabling efficiencies to be achieved through finding common learning solutions to common learning needs across the department.

ETS Training Consultants will assist organizations in completing the needs assessment. The data collection process will begin early April. Each organization will receive a copy of the data collected for concurrence. Your organization's Training Consultant will be contacting your staff within the next week. If you have any questions please contact Tanya Luckett, Director, Enterprise Training Services at 202-586-9553 or my staff.

We appreciate your support for this important endeavor.

cc: HR Director  
Training Manager





# Competency-Centric Learning and Governance Overview

Jody Hudson  
Chief Learning Officer & Director  
Office of Human Capital Innovations and Solutions  
(HR-20)  
1000 Independence Ave, SW  
Washington DC, 20585

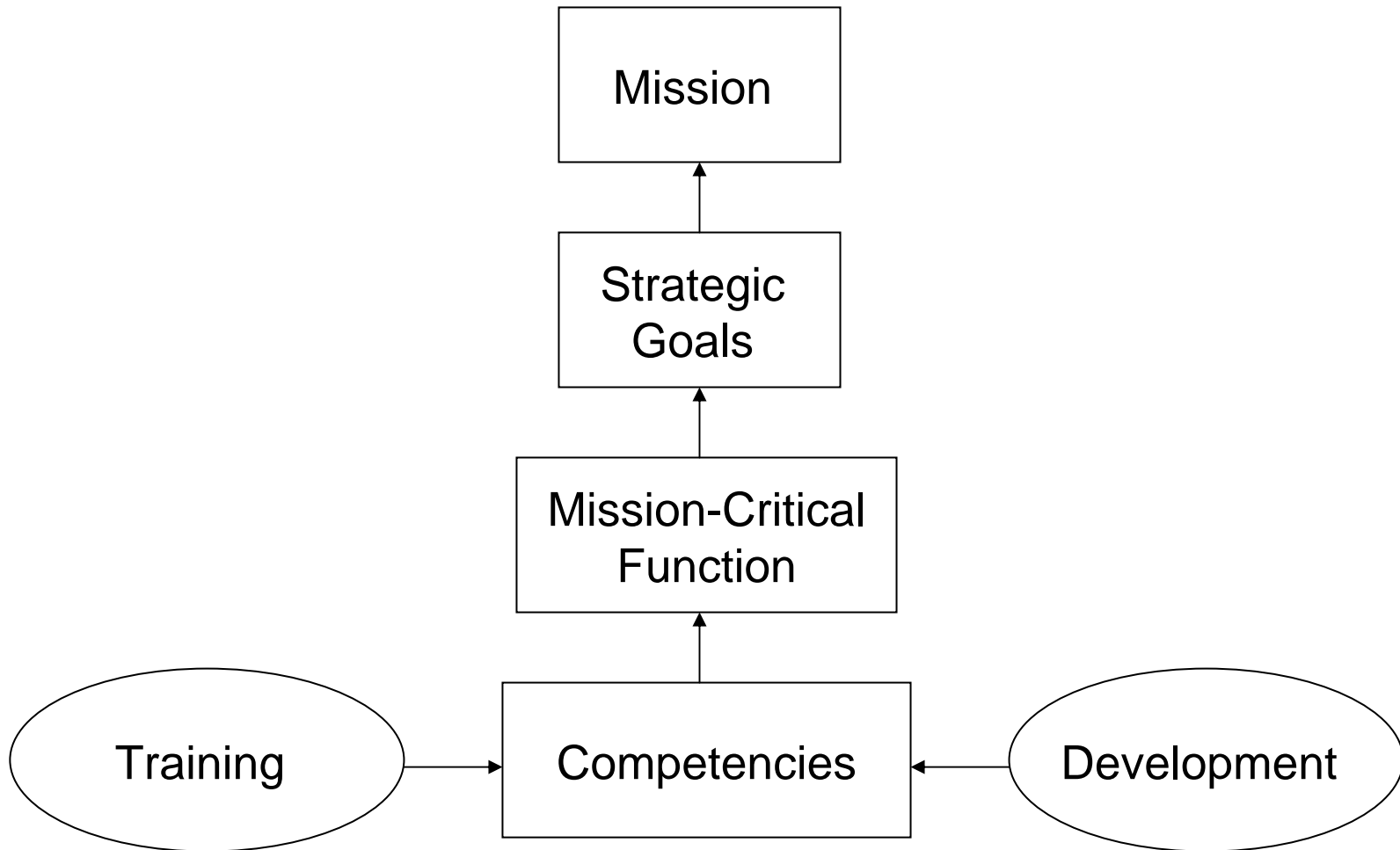


# Why Competency-Centric Learning?

- Link and align learning to specific competencies required to complete mission
- Maximize value-added from learning investments (time and \$\$)– “Bang for the buck”.
- Provides employees a clear road map for their learning expectations.
- Provides a “system” to manage the competencies our employees possess as assets.



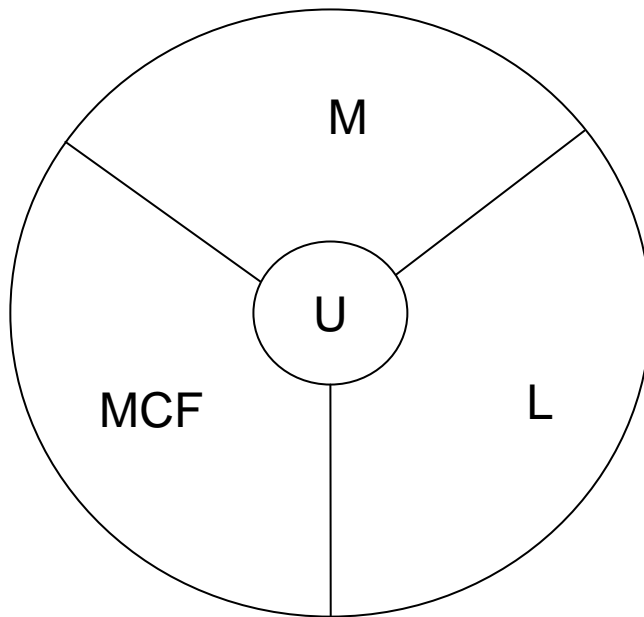
# Strategic Alignment of Learning Programs to the Mission





# A Conceptual Competency Framework

Multiple “families” of competencies are needed:



**U = Universal Competencies:** universal competencies needed by every individual to be effective in today’s work environment. Examples may include:

- Resolving Conflict
- Emotional Intelligence
- Team Skills

**M = Management Competencies:** business management competencies necessary to execute management (not positional) functions. Examples may include:

- Managing Projects
- Performance Measurement
- Managing a Budget

**L = Leadership Competencies:** competencies necessary to execute leadership (not positional) functions. Examples include:

- Strategic Planning
- Strategy to Execution
- Building Partnerships
- Change Management

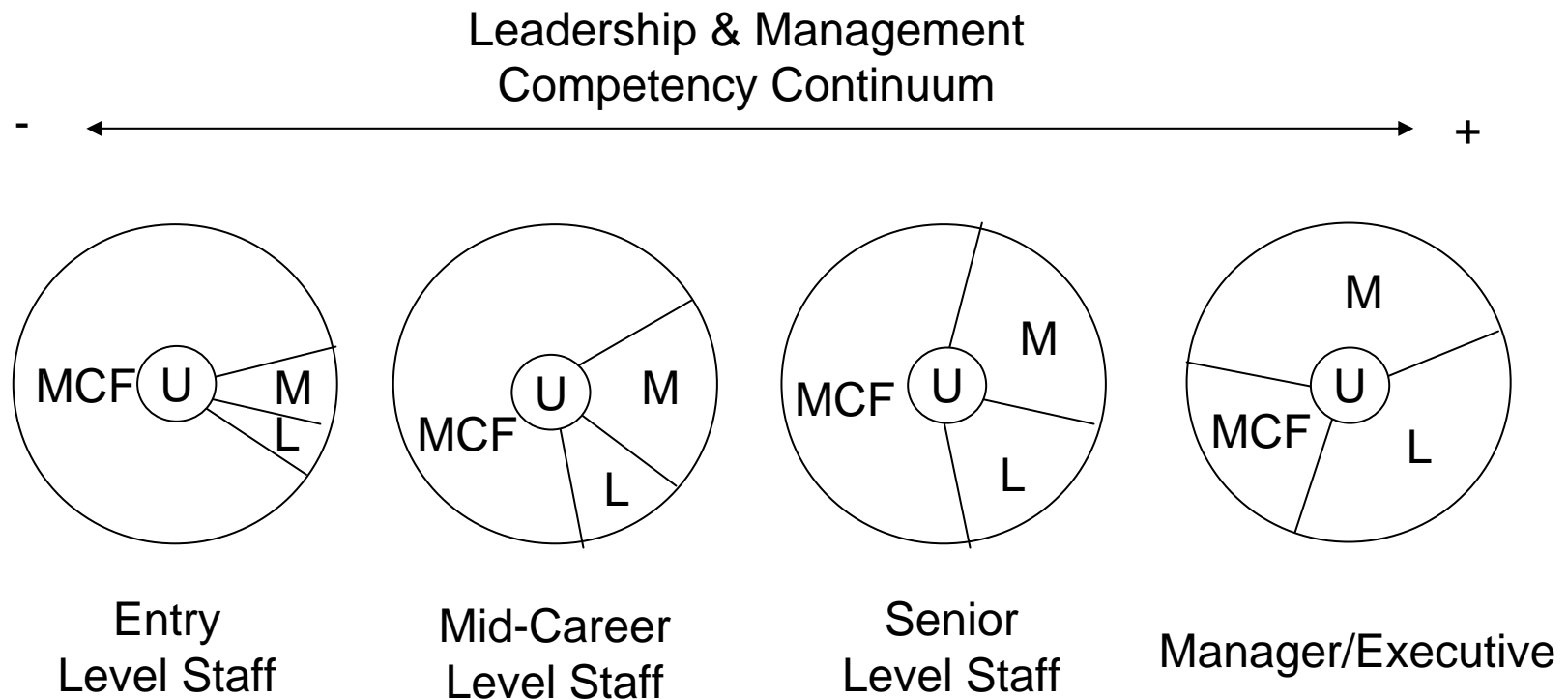
**MCF = Mission Critical Function (MCF) Competencies:** specific competencies necessary to successfully execute a given Mission Critical Function (e.g., Supervision, Project Management,.....)



# A Conceptual Competency Framework

The relative weighting of each competency “family” will vary by specific Mission Critical Function and level within the organizational hierarchy.

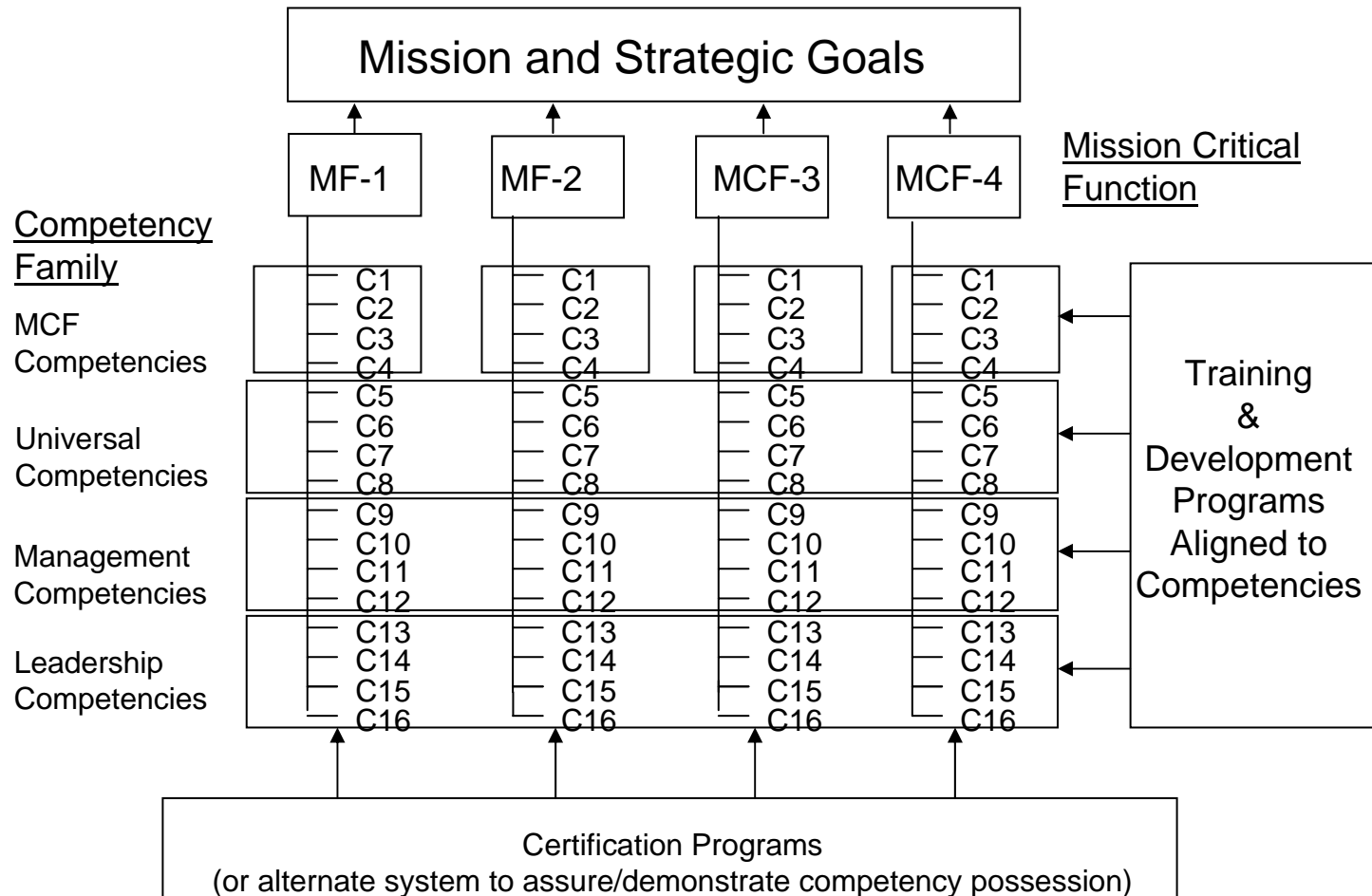
Example:







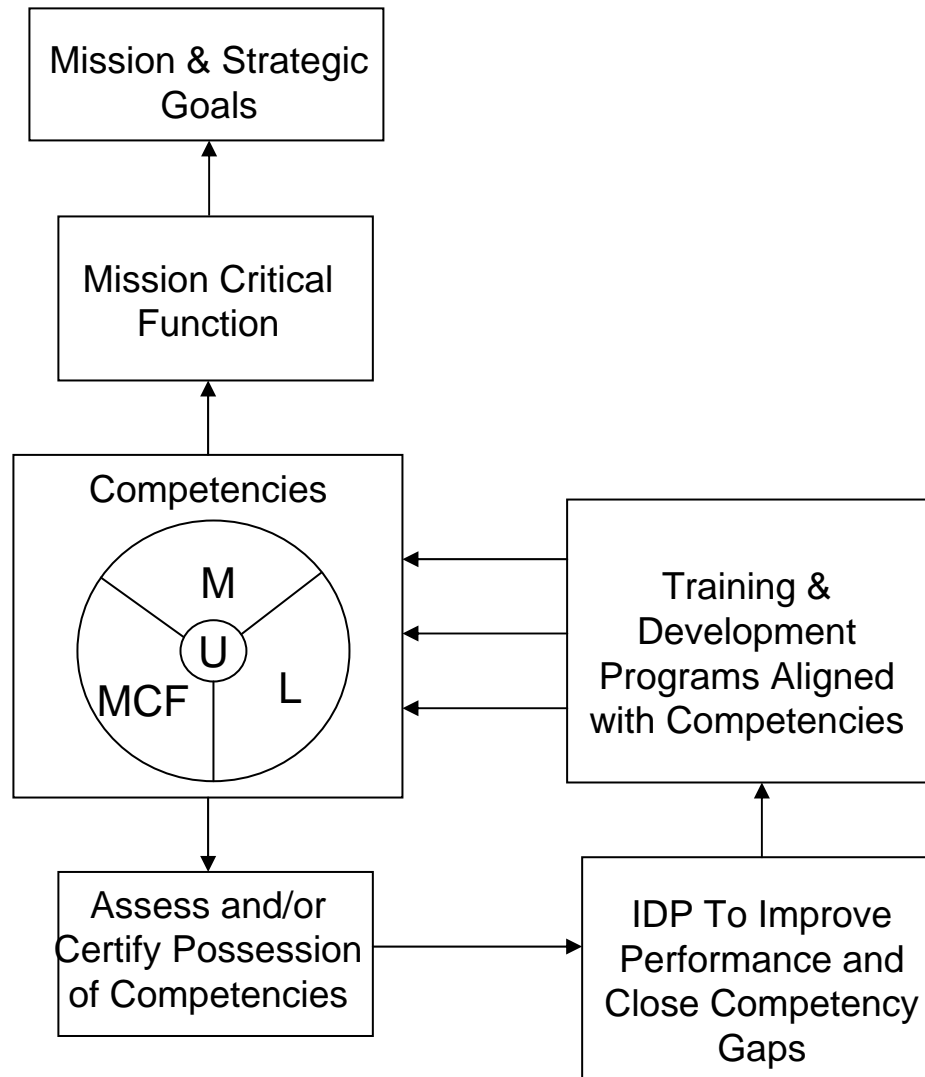
# Strategic Alignment of Learning Programs to Strategic Goals



Note: Numbered competencies and MCFs are for illustrative purposes only. Actual number of competencies and relative weighting will vary with the specific MCF and position.

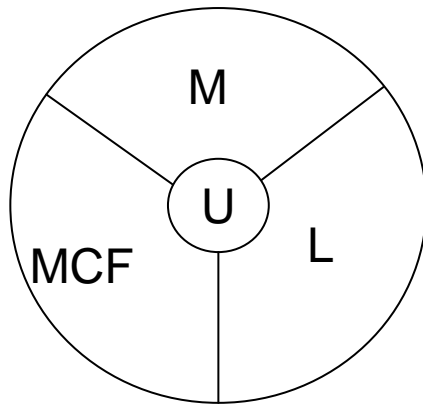


# Strategic Alignment of Learning Programs to Strategic Goals



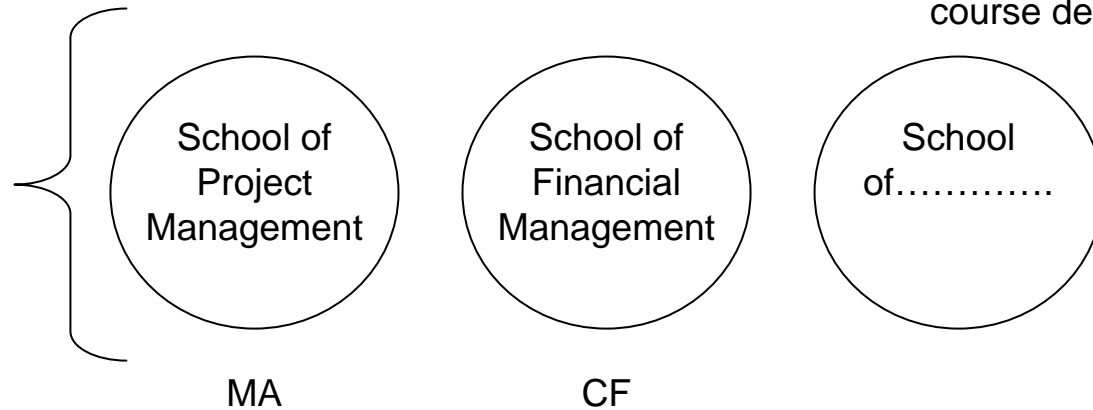


# “University” Governance Construct



## Different “Schools” for each major MCF

Competency “owners” develop their respective MCF competencies  
Provides subject matter expertise for curricula/course development  
Operate within the “university” system



## HR Has Responsibility for:

U, L, & M Competencies  
Central Training  
Registration  
Central  
Tracking/Reporting  
QA and Auditing  
System Governance  
Assist and facilitate “schools” in MCF competency and training course development



## Office of Human Capital Management, Innovations and Solutions Enterprise Training Services (HR-21)

### ***Why Are We Conducting a Training Needs Assessment (TNA)?***

The Enterprise Training Services (ETS) will assist Department of Energy (DOE) and National Nuclear Security Administration (NNSA) organizations in completing a training needs assessment that will serve as a tool to identify required competency gaps. The results will guide the organization in the selection of educational/training courses or activities to meet their needs.

The objective of the training needs assessment is to identify existing competency gaps that impede the organization from achieving its mission efficiently and effectively. Results of the TNA will recommend strategies to eliminate these gaps through training events and programs.

### ***Benefits to the Organization***

The information collected during the training needs assessment will be beneficial to the organization in the following ways:

- Aiding in the selection of training that improves work performance and development
- Allowing the organization to direct resources to areas of greatest need
- Ensuring that training contributes to meeting the organization's strategic goals
- Allowing managers, subject matter experts, and the ETS to evaluate the organization's training needs and make informed decisions about training

The information gathered during the training needs assessment provides the foundation for the development of an organizational training plan.

### ***Requirements for Training Needs Assessment and Training Plan***

According to DOE Order 360.1B, Federal Employee Training and DOE Manual 360.1-1B, Federal Employee Training Manual, each organization must identify its critical training needs through a needs assessment process. These documents also require that each organization must have a training plan. In addition, each organization must identify training resources in budget submissions, prioritize training needs, and allocate resources in accordance with the priorities established in the training plan. ETS is committed to help organizations meet these requirements.

### ***Training Needs Assessment Process***

The ETS will assist the organizations in the process of identifying competency gaps or training needs within their organization. Competency needs identified should be closely

related to fulfilling the organization's mission, goals, and services. The best business approach to conducting a training needs assessment is based on the identification of the organization's mission needs, critical occupational and individual performance requirements. ETS has adopted a systematic training needs assessment process that includes the collection of data from three levels of assessment:

1. *Organizational assessment*
2. *Occupational assessment*
3. *Individual assessment*

### ***Training Needs Assessment Techniques***

The training needs assessment can range from informal to formal, based on the organizations needs and the availability of resources. For organizations that have a mature training needs assessment process, the ETS has adopted data collection tools to perform the needs assessment. To get a true picture, it is more effective to rely on more than one method. It is important to get a complete picture from as many sources and viewpoints as possible.

There is a number of training needs assessment methods that will be utilized. For the FY 2008 training needs assessment. ETS training consultants will use a combination of some of the following methods, as appropriate:

<b>Tools Used</b>	<b>Procedures</b>
Questionnaires or Interviews	Ask questions chosen specifically for each organization
Training Program Matrix	Collect training needs information that the organization needs electronically or with the assistance of the organization's training consultant
Consultation with persons in key positions, and/or with specific knowledge	Gather input from a group of stakeholders identified in advance by the organization
Review of relevant literature, reports, existing data, etc.	Assess a copy of their previous year's needs assessment report, IDP rollup, training plans, etc.

A training needs assessment report will be generated based on the analysis of the data that has been collected. An analysis of the data is designed to provide information that will meet the needs indicated in the organizational training plan.

Each organization will receive a copy of the data collected and will be asked to validate the information provided.

### ***Integration into the Training Plan***

Once the training needs assessment is complete and the results have been validated and prioritized, the organization can complete its training plan with the support of its ETS training consultant. The training plan defines objectives, sets priorities, plans resource allocations and ensures funds are appropriately budgeted. It is a blueprint of the organization's program direction for training activities and resources for the upcoming fiscal year as well as out years. The training plan should be based on the strategic goals of the organization. By developing and implementing a training plan, the organization can ensure it has a competent and skilled workforce, accurate budget forecasting, and projections for current and future training needs.



# ***Training Needs Assessment (TNA) Process***

**ETS will  
Plan TNA  
Process**

**ETS will  
Select Data  
Collection  
Tools**

**ETS &  
Organization  
Will Conduct  
Data Collection**

**ETS will  
Analyze Data**

**ETS will  
Prepare NA  
Report**

**Organization  
will  
Validate NA  
Report**

**ETS &  
Organization  
will Identify  
Training  
Interventions**

**Organization  
will be able to  
Integrate TNA  
Results into  
Training Plan**

*Research*



**Office of Human Capital Management, Innovations and Solutions  
Enterprise Training Services (HR-21)**

**FY 2007 TRAINING SCHEDULE**

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
May 1-2, 2007	Federal Financial Assistance Cost Principles	AOC	C: 001544 S: 0001	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$307
May 1-3, 2007	CSRS Retirement Preparation Seminar (Organizations pay via the Working Capital Fund)	Professional Skills	C: 000033 S: 0056	DOE Headquarters – Forrestal Building 1000 Independence Avenue, SW - Room 6E-069 Washington, DC	\$690
May 1-3, 2007	Radiation Worker II	AOC	C: 000204 S: 0059	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
May 3-4, 2007	Federal Funds Management of Financial Assistance Awards	AOC	C: 001545 S: 0001	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$307
May 7-10, 2007	Integrating Safety Into Project Management	PMCDP Level 1	C: 001035 S: 0013	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
May 8-9, 2007	Planning for Performance Based Contracting	PMCDP Level 1	C: 001030 S: 0021	Ohio Field Office Consolidated Business Center Chiquita Building - Room 650 250 East 5 <sup>th</sup> Street Cincinnati, OH	N/A



DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
May 14 – July 6, 2007	PM Essentials (Organization EM Only)	PMCDP Level 1	C: 001022 S: 0034	Idaho Operations Office Willow Creek Building - Room 315 1955 Fremont Avenue Idaho Falls, ID	N/A
May 15-17, 2007	Advanced Risk Management	PMCDP Level 4	C: 001042 S: 0001	White Rock Training Center 35 Rover Boulevard White Rock, NM (West on 502 to Whiterock)	N/A
May 15-17, 2007	Types of Contracts	AOC	C: 000227 S: 0008	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$333
May 21, 2007	COR Refresher (Organizations pay via the Working Capital Fund)	Professional Skills	C: 001057 S: 0027	DOE Headquarters – Forrestal Building 1000 Independence Avenue SW - Room 1E-245 Washington, DC	\$230
May 21-24, 2007	Project Risk Analysis and Management (EM Only)	PMCDP Level 2	C: 001033 S: 0010	Richland Operations Office Consolidated Information Center 2770 University Drive – Room 214 Richland, WA	N/A
May 22-24, 2007	Types of Contracts	AOC	C: 000227 S: 0009	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$333
June 4-7, 2007	Integrating Safety Into Project Management	PMCDP Level 1	C: 001035 S: 0012	Oak Ridge Operations Office Federal Office Building - Room G-059 200 Administration Road Oak Ridge, TN	N/A

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
June 5-8, 2007	The Federal Budgeting Process in DOE (Organizations pay via the Working Capital Fund)	Professional Skills	C: 000412 S: 0019	DOE Headquarters – Forrestal Building 1000 Independence Avenue SW - Room 1E-245 Washington, DC	\$920
June 6, 2007	Social Security Seminar	AOC	C: 001446 S: 0003	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
June 12, 2007	Emotional Intelligence	AOC	C: 001541 S: 0002	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
June 19-21, 2007	NEPA and Environmental Laws and Regulations	PMCDP Level 2	C: 001046 S: 0012	Richland Operations Office Consolidated Information Center 2770 University Drive – Room 214 Richland, WA	N/A
July 9-11, 2007	Earned Value Management Systems	PMCDP Level 1	C: 001026 S: 0050	Idaho Operations Office Willow Creek Building - Room 315 1955 Fremont Avenue Idaho Falls, ID	N/A
July 9-13, 2007	Project Management Simulation	PMCDP Level 2	C: 001029 S: 0014	Berkley, CA (Location TBD)	N/A
July 10, 2007	EEO Counselor Update Training	AOC	C: 000407 S: 0010	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$123
July 10-12, 2007	FERS Retirement Preparation Seminar (Organizations pay via the Working Capital Fund)	Professional Skills	C: 000038 S: 0005	DOE Headquarters – Forrestal Building 1000 Independence Avenue, SW - Room 6E-069 Washington, DC	\$690

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
July 10-12, 2007	Project Leadership/Supervision	PMCDP Level 2	C: 001045 S: 0012	Oak Ridge Operations Office Federal Office Building – Room G-059 200 Administration Road Oak Ridge, TN	N/A
July 16-19, 2007	Project Risk Analysis and Management	PMCDP Level 2	C: 001033 S: 0011	Idaho Operations Office Willow Creek Building - Room 315 1955 Fremont Avenue Idaho Falls, ID	N/A
July 16 – August 31, 2007	PM Systems and Practices in DOE	PMCDP Level 1	C: 001024 S: 0026	Strategic Petroleum Reserve Project Office DOE Training Room 900 Commerce Road New Orleans, LA	N/A
July 17, 2007	Central Personnel Clearance Index (CPCI) Operators	AOC	C: 001546 S: 0001	Defense Nuclear Weapons School Kirtland AFB, NM	N/A
July 18, 2007	Central Personnel Clearance Index (CPCI) Operators	AOC	C: 001546 S: 0002	Defense Nuclear Weapons School Kirtland AFB, NM	N/A
July 19, 2007	Central Personnel Clearance Index (CPCI) Operators	AOC	C: 001546 S: 0003	Defense Nuclear Weapons School Kirtland AFB, NM	N/A
July 24-26, 2007	CSRS Retirement Preparation Seminar (Organizations pay via the Working Capital Fund)	Professional Skills	C: 000033 S: 0057	DOE Germantown Building 19901 Germantown Road – Auditorium Germantown, MD	\$690
July 30-August 1, 2007	Earned Value Management Systems	PMCDP Level 1	C: 001026 S: 0051	Oak Ridge Operations Office Federal Office Building - Room G-059 200 Administration Road Oak Ridge, TN	N/A

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
August 7-10, 2007	Integrating Safety Into Project Management	PMCDP Level 1	C: 001035 S: 0014	Nevada Operations Office Great Basin - Room A-106 232 Energy Way North Las Vegas, NV	N/A
August 14-16, 2007	FERS Retirement Preparation Seminar (Organizations pay via the Working Capital Fund)	Professional Skills	C: 000038 S: 0006	DOE Germantown Building 19901 Germantown Road – Auditorium Germantown, MD	\$690
August 20-24, 2007	Program Management and Portfolio Analysis	PMCDP Level 3	C: 001025 S: 0011	Los Alamos Site Office Canyon School Central and 4 <sup>th</sup> Street Los Alamos, NM August 20-22, 2007 – Room 160 August 23-24, 2007 – Room 165	N/A
August 21-24, 2007	Breaking the Code: Understanding Project Management (Session open to the SESCO participants only)	Professional Skills	C: S:	DOE Headquarters - Forrestal Building 1000 Independence Avenue, SW–Room GH-043 Washington, DC	\$920
August 21 – October 5, 2007	PM Systems and Practices In DOE	PMCDP Level 1	C: 001024 S: 0013	Idaho Operations Office 1955 Fremont Avenue Idaho Falls, ID	N/A
September 11-13, 2007	Project Leadership/Supervision	PMCDP Level 2	C: 001045 S: 0013	Strategic Petroleum Reserve Project Office DOE Training Room 900 Commerce Road New Orleans, LA	N/A
September 11-13, 2007	Internal Controls	AOC	C: 001429 S: 0007	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
September 17-18, 2007	CSRS Retirement Training	AOC	C: 000843 S: 0020	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$233
September 18-20, 2007	Advanced Risk Management	PMCDP Level 4	C: 001042 S: 0002	Richland Operations Office Volpentest HAMMER Training Center Room MO-259 2890 Horns Rapids Road Richland, WA	N/A
September 19-20, 2007	FERS Retirement Seminar	AOC	C: 000844 S: 0018	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	\$233
September 25-26, 2007	Project Alignment and Pre-Project Planning	PMCDP Level 3	C: 001032 S: 0009	DOE Headquarters – Forrestal Building 1000 Independence Avenue SW– Room GH-043 Washington, DC	N/A
September 25-27, 2007	Facilitation Techniques and Conflict Resolution	PMCDP Level 3	C: 001558 S: 0001	Los Alamos Site Office - Canyon School Central and 4 <sup>th</sup> Street – Room 165 Los Alamos, NM	N/A
September 25-27, 2007	Implementation and Management of PBMC	PMCDP Level 3	C: 001040 S: 0006	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
September 25-28, 2007	Changing Dimensions Of DOE (Session open to SESCDP participants only)	Professional Skills	C: 000089 S: 0012	DOE Headquarters – Forrestal Building 1000 Independence Avenue SW – Rm. GH-043 Washington, DC	\$920
October 2-4, 2007	Value Management	PMCDP Level 2	C: 001037 S: 0005	DOE Headquarters – Forrestal Building 1000 Independence Avenue SW – Room 6E-069 Washington, DC	N/A

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
October 2-4, 2007	Implementation and Management Of PBMC	PMCDP Level 3	C: 001040 S: 0007	Strategic Petroleum Reserve Project Office DOE Training Room 900 Commerce Road New Orleans, LA	N/A
October 16-18, 2007	Scope Management and Baseline Development	PMCDP Level 2	C: 001036 S: 0006	Idaho Operations Office Willow Creek Building – Room 315 1955 Fremont Avenue Idaho Falls, ID	N/A
October 22-26, 2007	Program Management and Portfolio Analysis	PMCDP Level 3	C: 001025 S: 0010	Chicago Operations Office Guest House - Conference Room A 9700 South Cass Avenue Argonne, IL	N/A
October 22-26, 2007	Advanced Leadership	PMCDP Level 4	C: 001041 S: 0003	Richland Operations Office Volpentest HAMMER Training Center Room 14 2890 Horns Rapids Road Richland, WA	N/A
October 23-25, 2007	Executive Communications	PMCDP Level 4	C: 001031 S: 0010	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
October 29-31, 2007	Systems Engineering	PMCDP Level 3	C: 001049 S: 0001	Chicago Operations Office Advanced Photon Source – Building 402 Conference Room E-110 Chicago, IL	N/A
October 29 – November 2, 2007	Advanced Leadership	PMCDP Level 4	C: 001041 S: 0004	Los Alamos Site Office - Canyon School Central and 4 <sup>th</sup> Street – Room 160 Los Alamos, NM	N/A

DATE	COURSE	PROGRAM	CHRIS CODE/ SESSION #	LOCATION	COST
October 30-31, 2007	Overview of the Thrift Savings Plan	AOC	C: 001520 S: 0001	Service Center Building 381-ABC	N/A
October 30-31, 2007	Thrift Savings Plan Pre-Separation Seminar	AOC	C: 001521 S: 0001	Service Center Building 381-ABC	N/A
November 6-8, 2007	Negotiation Strategies and Techniques	PMCDP Level 3	C: 001047 S: 0001	Enterprise Training Services 2309 Renard Place, SE Albuquerque, NM	N/A
November 6-9, 2007	Integrating Safety Into Project Management	PMCDP Level 1	C: 001035 S: 0015	DOE Germantown Building 19901 Germantown Road – Room E-401 Germantown, MD	N/A
November 27-29, 2007	Strategic Planning	PMCDP Level 4	C: 001043 S: 0002	Los Alamos Site Office - Canyon School Central and 4 <sup>th</sup> Street – Room 160 Los Alamos, NM	N/A
December 4-6, 2007	Labor Management Relations	PMCDP Level 3	C: 001038 S: 0001	Richland Operations Office Volpentest HAMMER Training Center Room 14 2890 Horns Rapids Road Richland, WA	N/A
December 4-7, 2007	Breaking the Code: Understanding Project Management (Organizations pay via the Working Capital Fund)	Professional Skills	C: S:	DOE Headquarters – Forrestal Building 1000 Independence Avenue, SW-Room GH-043 Washington, DC	\$920
December 10-13, 2007	Project Risk Analysis and Management	PMCDP Level 2	C: 001030 S: 0013	Oak Ridge Operations Office Federal Office Building - Room G-059 200 Administration Road Oak Ridge, TN	N/A

## **COURSE DESCRIPTIONS**

### **ADVANCED LEADERSHIP**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 certification, but it may apply to other levels of project director development. This course provides participants an opportunity to realistically assess their leadership strengths and needs, develop the communication and relationship-building skills that their professional environment requires, and discover how their personal leadership style aligns with their organization's culture.

**Objective:** The objective of this course is to enable participants to develop an advanced understanding of themselves and of their professional environments to succeed in dynamic, high-pressure, high-visibility leadership positions.

**Target Audience:** Level 4 Federal project directors, prospective project directors, and integrated project team members. Attendees should have a minimum of nine years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars.

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### **ADVANCED RISK MANAGEMENT**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. The objective of this course is to provide students with an overview of more advanced Risk Management principles. The training will build upon the concepts included in the basic course and will review topics that are appropriate for Level 2 Federal Project Managers. In addition to a review of topics covered in the basic course, students will receive training on the impact of technology development and how new technology risk affects the typical project. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk.

**Objective:** The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

**Target Audience:** The target audience is Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.



### **BREAKING THE CODE: UNDERSTANDING PROJECT MANAGEMENT**

The purpose of this 3-day course is to introduce participants to DOE's Project Management system and processes in order to improve their performance as members of the project management team. Topics include: the DOE Strategic Management System; the phases of the DOE project management life cycle; the definition of the term "Project Baseline" and its use in managing DOE projects; and the major steps in planning, executing, and successfully completing performance-based DOE projects.

**Target Audience:** *DOE and DOE-contractor personnel who:*

*interact with and impact DOE-projects, but are not designated as project managers. For example, these participants may be from finance, human resources, training, ES&H, or public affairs*

*support, oversee or coordinate various project management activities but are not designated as project managers*

*have an interest in applying project management principles, methods and techniques to improving their work processes and results*

*This course may be taken by project management personnel who desire a quick refresher on DOE's project management system and processes. However, PMCE04 is not intended to fulfill a course requirement for personnel who are in the project management qualification or certification career path.*

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### **CENTRAL PERSONNEL CLEARANCE INDEX (CPCI) OPERATORS**

The Central Personnel Clearance Index (CPCI) training provides the attendees with the following information: an overview of CPCI; user roles; CPCI data categorization; CPCI case folder data; CPCI clearance data; case folder actions; clearance actions; CPCI navigation; and, CPCI reports.

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### **CHANGING DIMENSIONS OF DOE**

This 4-day course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE.; and developing action plans. Workshop include: Preparing for Change, Planning for Change; and Group Feedback.

**Target Audience:** Employees at the GS-9 through GS-14 level. This session is scheduled for participants of the Leadership Transition Program (LTP). Members of other Career Development Programs e.g., Career Intern Program and Presidential Intern/Fellows Program are also invited to attend.

### **COR REFRESHER**

This 1-day course is designed to meet the Contract Officer's Representative (COR) re-certification requirement. The course provides required training in responsibilities and limitations of authority of COR's. It is intended for the experienced COR and is required every two years as a refresher. Upon completion of the course, each participant should be able to 1) List and describe the assigned duties as Contracting Officer's Representative; 2) Demonstrate an awareness of the complex and challenging responsibilities of contracting (GS-1100 series) personnel in carrying out the "Law of the Land" as embodied in the Federal Acquisition Regulation (FAR); 3) Given a common acquisition scenario, detail the statutory and procedural requirements of the FAR; 4) Provide examples demonstrating a basic understanding of the importance of teamwork between the technical community and the contracting community for effectively conducting the contracting process; and 5) Lead a discussion reinforcing the level of awareness of the non-contracting employees' value and importance in the contracting process.

**Requirement:** This is an eight-hour requirement course. All participants must attend the full day of training to receive a certificate of course completion

**Target Audience:** Personnel who have completed the 3-day COR training; for COR re-certification; and experienced COR

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### **CSRS RETIREMENT PREPARATION SEMINAR**

This 3-day course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: CSRS benefits; other retirement benefits (health benefits, life insurance, and the Thrift Savings Plan); estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits, medicare; and life after retirement.

**Target Audience:** Open to all DOE CSRS employees (5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)

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### **EARNED VALUE MANAGEMENT SYSTEMS**

This course is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Director in Earned Value Management Systems. Provides Project Directors with the knowledge and skills to integrate the technical, cost, and schedule baseline of projects utilizing Earned Value Management Systems (EVMS). The course will focus on EVMS processes and techniques for organizing, planning, authorizing work, monitoring performance, and controlling baseline. These processes and techniques will include the graphical organization, cost, and schedule of the technical baseline in a project Work Breakdown Structure (WBS); selection of the appropriate EVMS technique for the elements of the WBS; collection, interpretation, and reporting of the EV data; and control of the baseline. The course length will be formatted for three to four days. The course objective is to prepare the student to address Executive Project Management responsibilities for subject areas described in the course description.

Upon completion of this course the student will be able to:

- Articulate the varied aspects of project management;
- Develop a plan for application at a Level 1 Project Management environment;
- Work through all aspects of the Case study; and
- Defend the course of action chosen as it pertains to Earned Value Management Systems.

**Target Audience:** Level 1 Federal project directors, prospective federal project directors, information technology project directors, and integrated project team members. The course is designed for project directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification or DOE staff who monitor project performance using earned value management. (TPC may differ for IT project directors.)

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### **EEO COUNSELOR UPDATE TRAINING**

This update training for EEO counselors on revised EEOC regulations for complaint processing explains the counselor's changing role and the use of alternative dispute resolution. Topics include: discussion and understanding of EEOC's revised regulations on complaint processing; skills and strategies for early conflict resolution; foundation on EEO laws related to conducting a limited investigation; and, advanced report writing skills.

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### **EMOTIONAL INTELLIGENCE**

What is Emotional Intelligence? Simply said, it is the ability to sense and use emotions to more effectively manage ourselves and influence positive outcomes in our relationships with others. In this session, participants will understand how Emotional Intelligence will enable one to increase personal effectiveness; improve self-motivation; understand the power of managing emotions in the workplace; define emotional values, beliefs, and attitudes; and, facilitate positive outcomes using Emotional Intelligence.

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### **EXECUTIVE COMMUNICATIONS**

The Level 4 Project Management Course, Executive Communications, is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 4 certification. Using filmed exercises and simulated media events, this highly interactive course addresses championing projects to Congressional leaders, DOE senior managers, and the media; communicating DOE concerns and plans to Congressional offices; delivering Congressional hearing testimony and responding to specific Congressional queries; giving television interviews and reviewing the newspaper articles that result from them; and understanding Congressional organization, leadership structures, and stakeholder concerns.

**Objective:** The objective of this course is to prepare participants to interact with senior agency executives, Congress, the media, and the general public.

**Target Audience:** Level 4 Federal project directors, prospective project directors, and integrated project team members. Attendees should have a minimum of nine years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars; however, the course may be beneficial to other PMCDP participants or DOE staff who interact with senior agency executives, Congress, the media, or the general public.

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### **FACILITATION TECHNIQUES AND CONFLICT RESOLUTION**

The objective of this Level 3 PMCDP course is to cover a variety of topics specific to the issues of facilitation and conflict resolution. At the conclusion of this course students will be able to: Recognize potential conflict situations and neutralize them before they escalate; Use problem-solving and decision-making techniques to meet the needs of everyone affected; Negotiate "win-win" solutions for all parties involved; Minimize or resolve conflict in groups and between employees using appropriate interpersonal strategies; Understand and successfully implement organizational change. The course will include a significant emphasis on the use of facilitation techniques within the conflict resolution process.

**Target Audience:** The target audience for this course is Level 3 Project Directors.

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### **THE FEDERAL BUDGETING PROCESS IN DOE**

This 4-day course is designed for experienced program and project managers who wish to acquire a working knowledge of DOE's financial and managerial systems needed to accomplish the Department's budgeting and accounting processes. Process include: preparing, previewing, presenting, and defending budget submissions.

Foundations skills are taught in this course that are required to manage a DOE project through its financial life cycle, including managing the flow of funds to programs and projects, validating and funding projects, and resource and funding programs.

**Target Audience:** Experienced Program and Project managers

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### **FEDERAL FINANCIAL ASSISTANCE COST PRINCIPLES**

This course is designed to provide any DOE personnel, including entry-level, who work with federal financial assistance instruments the information to understand the cost principles. Participants will learn information on the cost principles of OMB Circulars A-21, A-87, and A-122 as well as FAR 31.2 in order to determine the appropriate amount of cost review necessary to successfully award federal assistance instruments.

### **FEDERAL FUNDS MANAGEMENT OF FINANCIAL ASSISTANCE AWARDS**

This course is one of three financial assistance courses offered by DOE. The combination of all three courses qualifies employees to be warranted grants officers. This course focuses on determining whether prospective award recipients have an adequate financial management system to manage federal funds and whether they are financially capable to perform the work. To make this determination, participants will identify the components of an adequate financial management system and assess a recipient's management system and financial capability based on interactive exercises. Additionally, participants will be instructed on OMB Circular A-133 audit requirements and be able to determine when an audit is necessary, the roles and responsibilities of participants in the audit process, and reporting and submission requirements.

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### **FERS RETIREMENT PREPARATION SEMINAR**

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: FERS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and Medicare; and life after retirement.

**Target Audience:** Open to all DOE FERS employees (5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)

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### **IMPLEMENTATION AND MANAGEMENT OF PBMC**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course provides a high level overview of Performance Based Services Contracting and how it can affect DOE project management activities. Upon completion, the students will understand the essential elements of performance-based services contracts, how to develop performance work statements and quality assurance plans, contract administration of performance-based services contracts, and the Federal and contractor roles and responsibilities. Students will practice performance-based management contracting approaches as teams.

**Objective:** The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

**Target Audience:** The target audience is Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.

### **INTEGRATING SAFETY INTO PROJECT MANAGEMENT**

This course is part of the Project Management Career Development Program (PMCDP) and is required for Level 1 certification. This course applies to all levels of project director development and emphasizes the need to integrate safety into project planning, design, and decision making within the critical decision process. This course focuses on DOE safety foundations and requirements central to the federal project director's role in achieving safety throughout the acquisition process.

**Objective:** The objective of this course is to prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle. Particular emphasis is given to the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies. Using a case study, this process will examine nuclear, environmental, and worker safety issues in a representative project.

**Target Audience:** Level 1 Federal project directors; prospective project directors; and integrated project team members. Attendees of this course should have at least two years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 20 million dollars; however, the course will be beneficial to PMCDP participants seeking higher levels of certification.

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### **LABOR MANAGEMENT RELATIONS**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification, but it may apply to other levels of project director development. Participants in this course will gain knowledge in the basics of labor management relations. They will learn about labor laws and regulations and about implementing bargaining practices, and applying methods for resolving disputes.

**Objective:** The objective of this course is to enable participants to gain knowledge about labor management relations and techniques and tools for building good labor management practices.

**Target Audience:** Level 3 Federal project directors, prospective project directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in labor relations.

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### **NEGOTIATION STRATEGIES AND TECHNIQUES**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification, but it applies to all other levels of project director development. This active workshop addresses collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, responding to conflict, and creating trust.

**Objective:** The objective of this course is to provide participants with methods and strategies that improve their performance in negotiating agreements. Attendees will participate in individual and team negotiations in a workshop environment that improves their ability to plan for and conduct negotiations.

**Target Audience:** Level 3 Federal project directors, prospective project directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project or program with a total project cost of at least 100 million dollars; however, the course will be beneficial to PMCDP participants seeking any level of certification and to DOE staff engaged in negotiating agreements.

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### **NEPA AND ENVIRONMENTAL LAWS & REGULATIONS**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 certification, but it may apply to other levels of project director development. This course addresses the effects of the National Environmental Policy Act (NEPA) on the activities of a DOE project director, and it provides participants with a broad knowledge of the major environmental regulatory acts.

**Objective:** The objective of this course is to prepare participants to develop hands-on knowledge of NEPA and other environmental regulations, so that they can integrate the preparations required to meet environmental regulations into the critical decision process and overall project schedule.

**Target Audience:** Level 2 Federal project directors, prospective project directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost (TPC) of at least 100 to 400 million dollars; however, it will be beneficial to PMCDP participants seeking other levels of certification.

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### **OVERVIEW OF THE THRIFT SAVINGS PLAN**

This briefing is designed for all federal employees covered under the Federal Employee's Retirement System (FERS) and the Civil Service Retirement System (CSRS). This briefing not only covers the advantages of participating in the Thrift Savings Plan (TSP) for those employees who are eligible to contribute, but it also provides information on the current features and future changes to the program for employees who are already contributing.

## **PLANNING FOR PERFORMANCE BASED CONTRACTING**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification, but it applies to all levels of project director development. Encompassing the entire performance-based management contracting planning process, from DOE's strategic planning through performance measurement, this two-day course addresses:

- Statutory, regulatory, and DOE policy for Performance-Based Management Contracts
- DOE's Strategic Management System, including planning, budget formulation and execution, and program evaluation
- Team roles and responsibilities in planning for and developing Performance-Based Management Contracts
- Developing requirements documents: performance work statements, work authorizations, performance baselines
- Using Performance-based management elements: Quality Assurance Surveillance Plans, Contract Management and Administration Plans, risk assessments and analysis, incentive plans, Performance Evaluation and Measurement Plans, and earned value management

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** Level 1 Federal project directors, prospective project directors, and integrated project team members. The course is designed for project directors with approximately three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification.

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## **PROGRAM MANAGEMENT AND PORTFOLIO ANALYSIS**

Program Management and Project Portfolio Analysis is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 certification and information technology (IT) project management certification, but it may apply to other levels of project director development. Focusing on collaboration, defending resources, and creative compromise, this automated simulation and case study addresses developing a strategic view of projects, managing priorities among projects, coordinating the information needs of multiple projects across the organization, allocating and managing resources across a project organization, preparing project staff to meet future technical/managerial needs, balancing responsibilities for project and functional management, and applying project management methods in a complex project setting.

**Objective:** The objective of this computer-based program management simulation is to enable participants to gain hands-on experience planning, implementing, and coordinating multiple, complex projects across an organization.

**Target Audience:** Level 3 Federal project directors, IT project directors, and prospective project directors. Attendees should have at least seven years experience in project management and should currently have a position in a project or program with a total project cost (TPC) of at least 100 to 400 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in multi-project planning. (TPC may differ for IT project directors.)



### **PROJECT ALIGNMENT AND PRE-PROJECT PLANNING**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification, but it may apply to other levels of project director development. Focusing on the pre-critical decision zero (pre-CD 0) and CD 0 phases of the project life cycle through CD 2, this course provides participants with hands-on skills training in planning a project, completing conceptual design documentation, and developing a project execution plan.

**Objective:** The objective of this course is to prepare participants to develop on hands knowledge of pre-project planning and project alignment processes.

**Target Audience:** Level 3 Federal project directors, prospective project directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 to 400 million dollars; however, it will be beneficial to PMCDP participants seeking other levels of certification.

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### **PROJECT LEADERSHIP/SUPERVISION**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification, but it applies to all levels of project director development. A highly interactive experience designed to stimulate long-term leadership growth, this course addresses:

- Leadership principles and styles
- Identifying individual strengths and weaknesses
- Human resources supervision and motivational techniques
- Integrated project team building
- Organizing and motivating team members

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** Level 2 or higher federal project directors; information technology project directors; integrated project team members; and prospective project directors. Attendees at this course should have 5 years experience in project management and should currently be in a project management position on a project with a total project cost of 20 to 100 million dollars.

### **PROJECT MANAGEMENT SIMULATION**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 certification, but it applies to all levels of project director development. This computer-based project management simulation enables participants to exercise and integrate a wide variety of project management skills. This 5-day course addresses: Developing defensible project plans; Applying PM tools and techniques effectively to plan, track, and control projects; Improving project team performance; Improving interpersonal effectiveness; Analyzing project information, report status, and needs; Identifying complex project tradeoff decisions; Recognizing when to focus on task and when to focus on process

**Requirement:** To earn course credit, participants must attend all sessions and complete all course assignments, including successful completion of course exam.

**Target Audience:** Level 2 federal project directors, prospective project directors, and IPT members. Attendees of this course should have a minimum of five years of experience in project management and should currently work in a project or program management position for a project with a total project cost (TPC) of at least 20 million dollars; however, it will be highly beneficial to PMCDP participants seeking any level of certification.

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### **PROJECT RISK ANALYSIS AND MANAGEMENT**

This course is required for Level 2 certification and is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan. Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk.

**Objective:** The objective of this course is to prepare participants to identify project risks and to develop risk management and mitigation strategies to address those risks.

**Target Audience:** Level 2 Federal project directors; IT project directors; integrated project team members; and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 20 to 100 million dollars; however, the course will be beneficial to PMCDP participants seeking higher levels of certification. (TPC may differ for IT project directors.)

## **PM ESSENTIALS**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 certification and information technology (IT) project management certification, but it applies to all levels of project director development. This blended learning course is presented in ten 2-hour televideo conference sessions and one 3-day resident seminar over approximately two months. The course addresses project risk management; earned value management systems (EVMS) and project reporting; life cycle cost estimating; leadership and teambuilding; work breakdown structure (WBS) development and project scope baselines; configuration management; and project planning and resource loaded scheduling.

**Objective:** The objective of this course is to provide project directors with working-level knowledge across a broad range of project management knowledge areas.

**Target Audience:** Level 1 or higher federal project directors; IT project directors; integrated project team members; and prospective project directors. Attendees at this course should have at least three years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars; however, the course will be beneficial to PMCDP participants seeking higher levels of certification. (TPC may differ for IT project directors.)

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## **PM SYSTEMS AND PRACTICES IN DOE**

This course is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Director working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Director Roles and Responsibilities. The course is designed as an Open University Course style to be spread over approximately 7 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the case study and defend the course of action chosen.

**Target Audience:** Level 1 Federal Project Directors, prospective Project Directors and IPT Members. Attendees at this course should have 3 years experience in Project management and should currently be sitting in a project management position of projects with a total project cost of 5 to 20 million dollars

## **RADIATION WORKER II**

The 24-hour Radiological Worker II course is designed for workers involved in the cleanup of radiological contaminated waste sites, or whose job assignments involve unescorted entry into areas controlled for radiological purposes. There will be a 50-question post-test.

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## **SCOPE MANAGEMENT AND BASELINE DEVELOPMENT**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to prepare students to conduct effective requirements planning sessions and to be able to control scope and configuration changes throughout the life cycle of the project. Project Managers need to recognize that accurate identification of requirements and scope is critical to the success of any project. Too often requirements are missed, adversely impacting schedule, cost, and most importantly, the quality of the deliverable. Project managers must be skilled in quickly identifying the requirements of a solution as well as have the experience and tools to manage scope change. The course will also emphasize Work Breakdown Structure (WBS) development. Some topic areas include baseline development techniques, identifying risk and constraints for requirements, prioritizing requirements, trade-off analysis, iterative requirements management, and scope change/configuration management.

**Objective:** The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

**Target Audience:** The target audience is Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.

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## **SOCIAL SECURITY SEMINAR**

This course provides the history of the social security program; supplemental security income; retirement; survivor benefits; disability benefits; medicare; social security statement; social security card; social security website/online services; and, windfall elimination vs. government pension offset.

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## **STRATEGIC PLANNING**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 certification, but it may apply to other levels of project director development. Participants will be introduced to theories and techniques to improve productivity, formulate and implement a planning process, and make better strategic decisions. They will be shown how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

**Objective:** The objective of this course is to provide participants with hands-on knowledge of the strategic planning process and how to formulate and implement strategic plans.

**Target Audience:** Level 4 Federal project directors, prospective project directors, and integrated project team members. Attendees should have a minimum of nine years of experience in project management and should currently work in a project management position on a project with a total project cost (TPC) of at least 400 million dollars; however, the course may be beneficial to other PMCDP participants or to DOE staff engaged in strategic planning.

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### **SYSTEMS ENGINEERING**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 certification, but it may apply to other levels of project director development. Emphasizing the importance of front-end project planning, this course prepares participants to direct the process of transforming requirements into system architecture through the development and tradeoff of concepts, effectiveness analysis, and specification development.

**Objective:** The objective of this course is to teach participants proper management of the technical aspect of the project cycle in order to avoid practices that lead to significant cost and schedule overruns.

**Target Audience:** Level 3 Federal project directors, prospective project directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification.

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### **THRIFT SAVINGS PLAN PRE-SEPARATION SEMINAR**

This briefing is designed for all federal employees covered under the Federal Employees' Retirement system (FERS) and the Civil Service Retirement system (CSRS).

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### **TYPES OF CONTRACTS**

This course introduces participants to the various types of contracts employed by DOE. It discusses the aspects of consideration of cost risks in selection decisions, and describes the methods of utilizing fixed price, economic price adjustment contracts. Participants gain knowledge of structuring and applying incentives pricing and award fee pricing arrangements. This course provides the participant with information: federal government contracting; The Federal Acquisition Regulation and Selecting Contract types; Part 16 and Part 17 of the FAR; Fixed-Price Contracts; Cost-Reimbursement Contracts; ID/IQ/Requirements contracts; task orders/delivery orders; multiyear contracting and options; time-and-materials, labor-hour, and letter contracts; and blanket purchase agreements.

## **VALUE MANAGEMENT**

This course is part of the Project Management Career Development Program (PMCDP). As a Level 2 elective, it is a component of PMCDP Level 2 certification, but it applies to all levels of project director development. With a focus on the value management (VM) process, this course addresses building and leading VM teams; understanding the 6-step VM job plan; VM definitions, principles, and concepts; contractual aspects of VM; VM and the project life cycle; and function analysis in the VM process.

**Objective:** The objective of this course is to provide participants with an understanding of the VM process, emphasizing the modern approach to VM and how it can best be applied in the project life cycle to reduce the cost and schedule of DOE projects.

**Target Audience:** Level 2 Federal project directors, prospective project directors, and IPT members. The course is designed for project directors with at least five years experience in project management who currently work in a project management position on a project with a total project cost of at least 20 million dollars; however, it will be beneficial to PMCDP participants seeking all levels of certification.



## Office of Human Capital Management, Innovations and Solutions Enterprise Training Services (HR-21)

### Career Development Programs Catalog Updated April 11, 2007

Targeted Audience/ GS Level(s)	Tentative DOE Cast Date	Cost	Duration And Start Month(s)	Name	Description	Course Code
5-7 or Equivalent	January And July Annually	\$2,495 Tuition Plus Estimated Travel \$4,965	3 Months  April And August	<b>Aspiring Leader Program (via USDA Graduate School)</b>	The Aspiring Leader Program is structured around three five-day seminars. Participants are assigned to a leadership development team during the first seminar. Through strengthening basic competencies and managerial skills, this program prepares federal employees for positions as team leaders, supervisors, and managers.	0000153
7-11 or Equivalent	January And May Annually	\$2,945 Tuition Plus Estimated Travel \$4,965	6 Months  March And July	<b>New Leader Program (NLP) (via USDA Grad School)</b>	The NLP is a leadership development program designed to develop future public service leaders by providing assessment, experiential learning, and individual development opportunities. The program develops future public service leaders by providing a solid training and development foundation of leadership skills and team building, which are enhanced by agency developmental experiences.	000154
11-13 or Equivalent	May Annually	\$3,595 Tuition Plus Estimated Travel \$6,620	10 Months  August - May	<b>Executive Leadership Program (via USDA Graduate School)</b>	This program helps participants to develop the leadership skills and competencies needed to assume positions as team leaders, supervisors, or managers.	000155

Targeted Audience/ GS Level(s)	Tentative DOE Cast Date	Cost	Duration And Start Month(s)	Name	Description	Course Code
14-15 or Equivalent	December Annually	\$0	10 Months  August – June	<b>National Security Studies Programs:</b> -Industrial College of Armed Forces -National War College -College of Naval Warfare Program -College of Naval Command and Staff	The National Defense University is an accredited graduate-level university. The mission of the National Security Studies Program is to promote the development of students as strategic thinkers and national security policymakers. A crucial objective is to enable students to effectively operate at the strategic level of crafting national-level policies and deciding “why” one policy is more likely to safeguard the nation’s security than another. In addition to mission-specific education, the colleges emphasize development of executive skills.	000157 000162 000158 000159
13-15 or Equivalent	January Annually	\$5,695 Tuition Plus Estimated Travel \$6,620	12 Months  May-May	<b>Executive Potential Program (EPP) (via USDA Graduate School)</b>	The EPP is a competency-based leadership program designed to develop senior-level public service employees into more effective leaders. The program is based on the Office of Personnel Management's Executive Core Qualifications (ECQs) and the Graduate School, USDA's Leadership Effectiveness Inventory (LEI).	000156
14-15 (Exceptional Managers at GS-13)	January And July Annually	\$9,800 Tuition Plus Estimated Travel \$2,500	12 Months  April – April  October-October	<b>Excellence in Government and e-Government Fellows Program (via Council for Excellence in Government)</b>	During this program, the fellows build the skills to lead people, communicate effectively, form partnerships, remain focused and flexible in changing work environments, and achieve important results. Participants remain in their current positions and attend program activities when scheduled.	001562
14-15 and Members of the SES or Equivalent	February March May June July August Annually	\$1,995 \$1,995 \$1,995 \$3,345	1 Week 1Week 1 Week 2 Weeks	<b>Senior Executive Service Development Seminars (via USDA Graduate School)</b>	This program consists of 4 SES seminars designed to help position participants for selection into the SES. Each seminar reflects different key components of OPM's Executive Core Qualifications (ECQs). >Executive Survival Skills >Leading People >Managing for Results >Washington Executive Seminar	001572 001574 001369 001575
15 and Members of the SES	May/June Annually	\$14,500 Tuition (Includes Lodging & Meals)	4 Week Courses And Split Sessions Throughout the Year	<b>Leadership for a Democratic Society (via OPM's Federal Executive Institute)</b>	This program brings together managers and executives from 25 to 30 Federal agencies for a unique, residential learning experience. The objective is to help agencies in the development of their career executive corps, linking individual development to improved agency performance. Within an overarching emphasis on our government's constitutional framework, themes dealt with in the program are personal leadership, organizational transformation, policy, and global perspectives.	000150 000152



Targeted Audience/ GS Level(s)	Tentative DOE Cast Date	Cost	Duration And Start Month(s)	Name	Description	Course Code
14-15 or Equivalent	February July November Annually	\$15,500 Tuition (Includes Lodging & Most Meals)	4 Weeks March June October	<b>Senior Executive Fellows Program (via Harvard University's John F. Kennedy School of Government)</b>	This program is designed to help senior executives develop integrated skills of strategy and leadership. It provides participants with effective tools needed to adopt a strategic leadership role that will enable them to look at issues from new perspectives and generate a wider range of possible solutions. Tuition also includes room and most meals.	001564
14-15 (or Equivalent) and 1 year of Leadership Experience	March/April Annually	Travel Expenses to be Paid by Sponsoring Organization	13 Months	<b>Departmental Senior Executive Service Candidate Development Program (SES CDP)</b>	During the program, the candidate is provided with opportunities to build competence in the OPM Executive Core Qualifications. Successful completion of the program qualifies participants to be certified by OPM as members of the SES and eligibility for appointment to the SES without competition.	001565
13 and Above or Equivalent	December Annually	\$7,500 Tuition Plus Estimated Travel \$2,500	10 Months  September – June	<b>Commerce Science and Technology Fellowship (ComSci)</b>	ComSci is a 10-month policy study and leadership program. The competitively selected Fellows have the opportunity to discuss topics from Avian Flu to zero-based budgeting, with well-known leaders and experts drawn from the public and private sectors. Through weekly seminars, site visits, and a policy study trip, Fellows delve deeply into the “how’s, why’s, and where’s” behind decision-making, increasing their knowledge and understanding of science and technology policy-making and management.	001563
13 and Above or Equivalent	March And April Annually	\$275 - \$525 Varies by Course	1-5 Day Sessions	<b>Congressional Seminar Series via USDA Grad School</b>	The decisions being made by the 109 <sup>th</sup> Congress will have a profound effect on governmental operations for years to come. These programs are designed to help participants gain a more thorough understanding of legislative operations, the culture of Congress, and the way their actions affect your agency and its mission.	001566 001569 001577 001578 001579
Preference will be given to Applicants with at Least Three Years of Government Service.	January Annually	No Cost	2 Years  September - September	<b>Maureen and Mike Mansfield Fellows</b>	The Mansfield Fellowship Program – named after Mike Mansfield, former U.S. Ambassador to Japan, Senate Majority Leader, U.S. Senator and U.S. Congressman from Montana – is a first-of-its-kind program for both the United States and Japan. The two-year Fellowships enable U.S. federal government employees to develop an in-depth understanding of Japan, learn how its government works, and establish relationships with their counterparts in the government of Japan as well as in the business, professional and academic communities.	001567

Targeted Audience/ GS Level(s)	Tentative DOE Cast Date	Cost	Duration And Start Month(s)	Name	Description	Course Code
13 and Above or Equivalent	January And July Annually	\$5,450 Full-Year Session  \$3,950 7-Month Session	12 Months  7 Months	<b>LEGIS Fellows</b>	The LEGIS Fellowship program is offered through the Brookings Center for Executive Education, and provides federal executives with unparalleled, hands-on experience working on the staff of a Member, committee or support agency of the U.S. Congress. This exceptional learning and development experience is for federal and agency managers who would benefit from a comprehensive understanding of the legislative process.	001568
All Levels	TBD	\$0	12 Months	<b>Departmental Mentoring Program</b>	The mentoring program is designed to foster career/leadership development, expand employees' knowledge, skills, and abilities and broaden understanding of DOE and its programs. The program features members of the Senior Executive Service and employees at the GS-13 to 15 levels serving as mentors.	Do Not Register In CHRIS; Register in the Mentoring Connection



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# Organizational Chart

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graph TD; A[ ] --- B[ ]
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The diagram illustrates a simple organizational structure. It features a top-level box (likely representing the CEO or President) connected by a vertical line to a single box below it (likely representing the CFO or a key department head). The chart is set against a background with a green vertical bar on the left and a dark blue horizontal bar at the bottom.

